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Transparency International Canada
–
Developing a Fundraising Strategy

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A project carried out on the Business Project course (#9476), under the supervision of:

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ABSTRACT

The lack of resources and a clear fundraising strategy have been identified as the main reasons preventing Transparency International Canada from achieving its vision and mission and developing TI Canada into a stronger chapter.

Therefore, our team developed a fundraising strategy and a concrete work plan on how to generate additional funding in the short and long run.

This was achieved by profoundly analyzing TI Canada's current fundraising situation, drawing a detailed picture of the ideal situation and identifying the gaps in between. Eventually, different deliverables for the various stakeholders were developed recommending concrete, prioritized steps on how to close these gaps.

Key words:

Fundraising strategy, NGO growth strategy, Transparency International, Value proposition

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LIST OF ABBREVIATIONS

BP – Business Project

ED – Executive Director

NGO – Non-governmental organization

NOVA SBE – NOVA School of Business and Economics

SSE – Stockholm School of Economics

TI – Transparency International

VP – Value proposition

1. BRIEF CONTEXT

1.1. Client

Transparency International Canada (TI Canada), established in 1996, is Canada's leading anti-corruption organization. It is the Canadian chapter of the global Transparency International (TI) movement, which has chapters working in more than 100 countries and an unparalleled global understanding and expertise of the challenges faced when dealing with corruption.

Vision and mission: TI's vision is a world in which government, politics, business, civil society and the daily lives of people are free from corruption. TI Canada's priorities are combatting corruption of all kinds in Canada, reducing the role of Canadian companies and individuals in fueling corruption overseas, educating Canadians about the many faces of corruption and the harm that it causes as well as advocating for tighter anti-corruption legislation and better whistleblower protection.

Business organization: TI Canada was incorporated in November 1996 and became a registered charity in February 2009. It received its Certificate of Continuance under the Canada Not-for-Profit Corporations Act in October 2013. Each national chapter is an autonomous entity, responding to corruption in its social/political/economic environment, and reaccredited by TI every three years. TI Canada is a not-for-profit organization run by a volunteer working board, which is elected for a maximum of two three-year terms. The Board is supported by members who serve on committees and vote at TI Canada's Annual General meeting.

The organization from a management perspective: TI Canada has been in existence for about 17 years, while the newly appointed Executive Director (ED), Alesia Nahirny, just assumed her role about 9 months ago. There was previously no ED at TI Canada, but rather a senior advisor was in place up to June 2015 who worked for the organization on a consultancy basis. That being said, TI Canada employs only one full-time person that works in collaboration with the non-paid working Board members, thus resources are limited.

Additionally to the primary client, we interacted with several different stakeholders, and in order to understand their importance for the project we mapped out all stakeholders by identifying the level of influence, the level of interest, effect on the project and our action plan with each stakeholder group. (Appendix I). During the project, two further important, indirect stakeholders arose as additional clients: the board of TI Canada and the fundraising consultant. The client tree (Appendix II) outlines how we interacted with the client and different stakeholders and gives an overview of the relationships.

1.2. Market overview

Fundraising trends within developed countries: With economic turmoil, political conflicts and increasing global trade, the world is becoming increasingly complex, which is a reality also faced by NGOs. The fundraising environment is thus changing, and particularly with respect to corporate sponsors, NGOs face an alteration in their relation to current and potential sponsors. In accordance with interviews conducted with different stakeholders (Appendix III) and desk research, two main fundraising trends for NGOs in developed countries have been identified: (1) an increasing importance of measurability and transparency regarding where NGOs allocate obtained funds, and (2) a mutual wish for long-term collaborative partnerships.

External environment: In order to analyze the external environment and Canada's macroeconomic factors, a PESTEL analysis (Appendix IV) has been conducted. All in all, the main takeaways are: (1) Canadian NGOs face a highly volatile domestic fundraising environment due to a large percentage of corporations exposed to commodity price swings. (2) Corporations and the public are donating with a preference for social and health-related causes. (3) Although not viewed as a pressing concern in Canada, corruption is increasingly discussed by the public.

Competition and collaboration: Direct competition is weak. TI Canada is unique as a nationwide non-profit organization embedded in a global network fighting corruption. However, it competes for resources in the field of anti-corruption. As aforementioned, economic conditions in Canada have intensified competition for corporate funding of various organizations active in the anti-corruption field. The competition for awareness, time and other resources are equally important. The anti-corruption field includes law firms, consultancies, university departments and other non-profit organizations (e.g. Canadians for Accountability). TI Canada is in different types of indirect competition with different types of players. They comprise non-profits, for-profits, universities and research institutes, public sector, internal corporate sponsor entities (Appendix V). All in all, TI Canada has a unique position and selling point to shield off competition; yet, it is struggling with some factors that have been identified as important parameters for successful fundraising. Furthermore, there is a huge untapped potential for collaboration with municipalities, universities and institutes, business associations, the Canadian public sector, other non-profits, other TI chapters and corporates.

1.3. Current client situation

Internal analysis: TI Canada's current fundraising strategy is misaligned and it lacks the resources required to change course. From an internal perspective, TI Canada is lacking the resources (both financial and personnel) required in order to grow and fulfill its mandate. Its ED and a dedicated volunteer working board consisting of 13 individuals from a variety of backgrounds currently oversee the organization. Any work conducted is done by these individuals, volunteers or external consultants (either paid or pro-bono).

To date, no cohesive financing strategy has been implemented in the organization. The ED has mentioned that over the next few years the ideal goal for unrestricted funding is $175,000. At present, an effort is made to obtain $30,000-$50,000 in initial funding by June 2016, with a similar amount collected over the summer months. Currently, uncoordinated fundraising is taking place, where board members use their own corporate networks to raise $5,000 to $10,000. The organization seldom cold calls or sends out letters to potential sponsors, and there is no customer relationship management system in place to manage sponsor relationships.

Last year, TI Canada collected over $80,000 in funding. This was broken out amongst corporate donations ($30,000), membership fees ($10,000) and funding coming from the Day of Dialogue event ($40,000). Partly due to the ongoing economic contraction in Canada, corporate donations fell by over 50% from the previous year, and TI Canada is hoping to mitigate this decrease by doubling funding in 2016 obtained from the Day of Dialogue.

There are currently minimal incentives for corporations to donate to TI Canada. Some sponsors are therefore choosing to sponsor the Day of Dialogue specifically. TI Canada is reliant on board member connections for fostering relationships; there is a lack of a clear communication channel for feedback and information between sponsors and the organization.

SWOT analysis: According to Sargeant, A. & Jay, E. (2014), conducting a SWOT analysis is an important step in assessing the development of a sustainable fundraising strategy involving corporate donations, both from an internal and external perspective. The table (Appendix VI) summarizes our findings.

1.4. The Business Project challenge

In 2015, the newly appointed ED continued the strategic work of developing TI Canada into a strong chapter with greater responsiveness, presence, performance and impact on corruption issues in Canada. A project entitled "Strategy 2020" was established with the goal of creating a sustainable, long-term business strategy for the chapter. In the process, a lack of both internal resources and a clear fundraising strategy (leading to a lack of financial resources) were identified as key areas of concern. Therefore, a four-month collaborative project between TI Canada and a group of four CEMS students from the Stockholm School of Economics was initiated with the purpose of developing a strategy and work plan advising TI Canada on how to – both in the short and long-term – raise additional funding.

2. REFLECTION ON THE WORK DONE AND INDIVIDUAL CONTRIBUTION

2.1. Problem definition

As already stated in 1.4. our challenge was to develop a fundraising strategy for TI Canada allowing the chapter to achieve its vision and mission. However, this topic was not as straightforward from the beginning. Initially, TI Canada provided a project proposal with a broad set of tasks. Amongst others, items requested included a synthesis of corporate sponsors, the creation of template marketing materials, development of a fundraising work plan and strategy, identification of alternative fundraising initiatives, and composition of a business plan. This comprehensive list was promptly deemed to be ambitious; the first undertaking was thus to manage the expectations of the client and narrow our focus towards a deliverable that could provide the most value, while taking into consideration the limited timeframe, the project team's expertise and the limited resources of the organization.

Additionally, the project underwent a thorough process of identifying the root causes of the problem and identification of specific deliverables to the most beneficial outcomes (cf. 2.4.).

However, despite all planning, in reality, projects never fully follow that of a rationalist approach with an analysis phase followed by decision and then implementation. Projects are instead characterized by uncertainty, interdependencies, interactive choices and ambiguities. This was also true in the case of our project. This is mainly due to the reason that the client lacked knowledge of what she required from us. Thus, instead of following a project planning process similar to the Waterfall model (Royce, 1970), our process was from an early stage a more iterative process than initially expected, resembling that of an agile project process (Agile Manifesto, 2001). Therefore, we embraced and accepted that events would change during the process. During the project process – similar to the twelve principles in the Agile Manifesto (2001) – we realized the importance of providing the client with early and continuous deliverables from the project, close cooperation and dialogue and being open to change of events. One example of such late changes was when we realized the need for additional deliverables such as the board presentation and the extended summary in order to facilitate the implementation. The biggest hurdle in preparing a solution for TI Canada was the fact that the organization faces such limited resources to execute on its mandate. This presents a "wicked problem", as identified by (Rittel & Webber, 1973). TI Canada requires more resources to increase its fundraising, but at the same time it is struggling to obtain resources without increased funding. This is characterized by two specific elements: (1) it was difficult to fully understand the problem until a solution was structured, and (2) the constraints of the fundraising problem and the resources required to solve it are always changing, thus it is an iterative process. It was important to keep these limitations in mind as we worked through the project.

2.2. Hypotheses

After having clearly defined the problem and distilled the root causes of it, two key questions were derived: (1) Which is the most promising sponsor group it should be focused on? and (2) What are the most important gaps (between current and ideal situation) TI Canada has to work on in order to improve its fundraising strategy? These questions led to the following concrete hypotheses, their verifications (through research and analysis) and outcomes out of which we then were able to design our deliverables and formulate our recommendations.

2.2.1. Hypothesis I – Corporates as most promising sponsor segment

Regarding TI Canada's potential funding segments, **corporate sponsors are expected to be the main sponsor segment to target for short-term funding**. This hypothesis was indirectly formulated already by the ED. If this hypothesis is confirmed, then it would be interesting to examine how to target corporate sponsors best, which brings me to my second hypothesis.

2.2.1. Hypothesis II – Value proposition as most relevant gap

If we are confirmed that corporates are the most promising sponsor segment in the short run, we have to identify what are the most pressing issues TI Canada has to work on in order to attract corporate sponsors and to close the gaps between its current and its ideal situation in terms of fundraising. After the first couple of interviews, we realized that there was no clearly perceived benefit by corporate interviewees, opinions among corporates and the organization were not aligned. Therefore, we stated the hypothesis that the further development of a **clear**

value proposition (VP) should be the most prioritized gap TI Canada has to work on in order to come closer to an ideal state in terms of fundraising.

2.3. Applied methodology and sources of knowledge

In order to approach the business project challenge and more concretely the two hypotheses, we used some theoretical frameworks and different sources of knowledge helping us to obtain the necessary information. They are explained in the following.

Theoretical frameworks: Finding an adequate theoretical foundation for our business project was initially a true challenge. None of the team members had worked before on a fundraising-related topic for an NGO. Also due to our backgrounds with majors of our different master programs and thereof resulted past projects, we were not familiar with theories related to this specific fundraising topic. However, during the process of narrowing down the topic, we conducted extensive research and after some weeks came up with the following theories helping us to approach our project in an organized and scientifically sound way. Eventually, we structured our report according to recommendations on three main theoretical pillars:

- **Y-model approach** by Lundeberg (2006);
- A **comprehensive fundraising process framework** by Sargeant, A. & Jay, E. (2014) including a range of different models;
- **Value proposition** (analysis of literature streams including various authors such Webster (2002), Kaplan and Norton (2004))

However, being convinced of the importance of the appropriate theoretical basis of our project as also stated by Mitchell and Jolley (2004) as well as due to the lack of experience in this unknown field, we wanted to make sure that we chose the right track and therefore actively asked for external advice. Therefore, we decided to look out for academic experts by leveraging on our networks. We extensively discussed our theoretical approach with a PhD student from the Stockholm School of Economics focusing on NGO funding and a professor from the University of Toronto focusing on NGOs in Canada (Appendix VII). After having been confirmed by them, we were assured that we are on the right track. Also suggested literature from class was helpful. For example, thanks to Mårtensson's "bravery trap" (2003) we were warned about how fast a team wants to do too much and it directed us towards our narrowed down scope.

Sources of knowledge: In order to depict the fundraising situation for TI Canada and give sound recommendations, this report is based on a range of knowledge sources, where interviews with internal and external stakeholders have been the primary source:

INTERVIEWS	# INTERVIEWS
TI CANADA - Executive Director	~ 10
TI CANADA - Board members	8
OTHER CHAPTERS - Executive Directors & individuals responsible for fundraising	6
TI SECRETARIAT - Individuals responsible for fundraising	1
CANADIAN CORPORATE SPONSORS*	6
SWEDISH CORPORATE SPONSORS	4
OTHER - Academia, other NGOs	3

REPORT

INTERNAL SOURCES
Internal strategy document
TI Canada website
Websites of Secreteriat & other chapters

EXTERNAL SOURCES
Desk research
Academic reports

**Only corporate sponsors who are also currently on the board*

Interviews: During the spring of 2016, a total of 23 interviews were conducted with representatives from several TI chapters with situations similar to that of TI Canada, several of the Canadian board members as well as external stakeholders such as NGO and fundraising experts with academic backgrounds (Appendix VII). The interviews with sponsors have been limited to corporate sponsors with current representation on the board. Complementary interviews have been conducted with Swedish corporate sponsors to obtain an external perspective. In addition, weekly Skype calls (~1h each) to discuss the project progress were conducted with the ED of TI Canada.

Additional sources: Initially, publicly available information from TI websites was processed. Additionally, a range of internal documents from TI Canada was provided and thoroughly reviewed in order to understand the overall picture of the Canadian chapter's situation. Finally, desk research and academic reports were used to improve the group's knowledge about the external situation in Canada and to learn more about suitable frameworks and concepts for fundraising.

2.4. Verification (through research and analysis) and outcomes

2.4.1. Research and analysis of hypothesis I (corporate sponsors)

In order to validate this hypothesis, we first of all elaborated an overview of all potential main sponsors segments based on interviews and desk research. They were composed by: internal funding from the TI Secretariat, national government agencies - government grants, local governmental agencies – municipalities, foundations, high-net-worth individuals (philanthropists), private sector - corporate sponsors, private sector - business and industry associations, individuals - the general public, others (e.g. other NGOs, service clubs etc.).

In a second step, we determined evaluation parameters (Appendix VIII) for the sponsor segments, which we then attributed a certain weight to. On a scale of 1-5, where 5 is the most important factor, the parameters have been weighted as follows:

Parameter	Weight
A specific interest in key issues	**5**
Time to donation	**4**
Share of current donations	**3**
Internal resources needed	**2**
Scalability	**1**

The matrix below helped to assess and evaluate the importance of the possible fundraising sources. Values attributed to each source based on the aforementioned criteria allowed for a rank to be assigned, with corporate sponsors shown as the most likely option for substantial short-term funding. Funding from the TI Secretariat was excluded, as the goal was to grow in non-project specific funding from external sources, whereas funding from the Secretariat is mainly project-specific. On a scale of 1-5, where 5 is the most attractive this evaluation resulted in the following table:

	Weight	Government	Municipalities	Foundations	High net-worth individuals	Corporations	Business Associations	Other NGOs	Individuals
A specific interest in key issues	**5**	5	5	3	3	5	4	3	2
Time to donation	**4**	1	2	2	2	4	4	3	5
Share of current donations	**3**	0	0	0	0	4	0	0	1
Internal resources needed	**2**	1	2	2	2	2	3	3	1
Scalability	**1**	2	4	3	3	4	4	2	5
Sum:		**33**	**41**	**30**	**30**	**61**	**46**	**35**	**40**

2.4.2. Outcome I

Hence, in summary, corporate sponsors were evaluated to be the most promising sponsor segment to focus on for short-term funding. Corporate sponsorship has long been at the core of TI Canada’s fundraising efforts. The main argument for seeking funding from corporations is the alignment of TI’s mission to that of a wide array of corporations. As corporations often have budgets for CSR and compliance activities (although shrinking in times of economic uncertainty), the possibilities of aligning goals to fight corruption provide an ideal foundation for initiating a dialogue towards sponsorship. In addition, TI Canada’s knowledge of working with corporations is key, especially as there is an opportunity to regain former sponsors (as well as reaching out to new sponsors and expanding donations from existing sponsors). However, large potential is also found in business and industry associations, or municipality collaborations. All the above segments should be evaluated further for long-term funding. An elaboration on the potential in each sponsor segment for long-term funding is found in Appendix IX.

2.4.3. Research and analysis of hypothesis II (value proposition)

In order to validate this hypothesis and to verify whether a misaligned VP was really the most relevant gap, we first developed a clear picture of the current situation of TI Canada in terms of fundraising. This was done by looking firstly at TI Canada's vision, mission and organizational objectives (cf. 1.1.); secondly at the external environment, in particular at fundraising trends within developed countries, a PESTEL analysis and the competition and collaboration situation (cf. 1.2.); thirdly, at the market side and the corporate sponsor profile, in particular at the current sponsor base, reasons for sponsoring, the sponsor profile, benefits received by sponsors and sponsor behavior; lastly, at the internal situation, in particular at a SWOT analysis. In summary, based on our insights from the interviews, the conduction of desk research and the application of theoretical frameworks (cf. 2.3.), from an internal perspective TI Canada has very limited resources to carry out its strategic objectives. The outcome of the current situation is summarized in the following table:

Areas of concern	Key findings – CURRENT SITUATION
External environment	• Difficult overall economic situation in Canada • Corruption perceived as low, but still of public interest
Competition and collaboration	• No direct competition • Indirect competition, but possibilities to defend • Huge untapped collaboration potential
Market and sponsors	• Different motives to sponsor TI Canada • Not enough engaged and active sponsors
Internal analysis	• Current fundraising strategy misaligned • Lack of resources

In a second step, again based on our insights from the interviews, the conduction of desk research and the application of theoretical frameworks, we drafted a picture of how the ideal situation should look like. This was achieved by depicting an ideal external environment, the situation in terms of collaboration, market and sponsors as well as the international situation at TI Canada. The outcome of the ideal situation is summarized in the following table:

Areas of concern	Key findings - IDEAL SITUATION
External environment	• Diversified funding mix to minimize economic shocks • Proactivity in riding the anti-corruption communication wave
Collaboration and competition	• Differentiation from competitors through a clear value proposition • Development of fruitful collaborations
Market and sponsors	• Development of active, engaged corporate relations • Increasing sponsor base by 30% annually to 2020
Internal situation	• Regular communication with sponsors • Increased amount of operations personnel • Transition to a strong advisory board

Eventually, we opposed these two scenarios and identified 19 main gaps between them:

Organization Mandate

1. Stakeholder mapping
2. Organization goals and metrics
3. Value proposition
4. Collaborations

Organization Structure

1. Board structure
2. Operational structure
3. Volunteer involvement
4. Canada's geographic diversity
5. Corporate partnership

GAPS

Communication and Public Relations

1. Communication with current corporate sponsors
2. Communication with potential corporate sponsors
3. Networking
4. General public awareness
5. Public relations

Fundraising

1. Corporate sponsor segmentation
2. Sponsorship model
3. Membership model
4. Fundraising mix
5. Spontaneous donations

Consequently, we assessed all identified gaps from the four main gap topics in details (Appendix X).

2.4.4. Outcome II

From this overall detailed opposition of both scenarios, we were able to prioritize areas as our conducted 23 interviews with the various stakeholders and our theoretical analysis send the clear message that the definition of a clear VP should be TI Canada's top priority. Our analysis by opposing the two scenarios demonstrated that our second hypothesis was verified as well and especially important for corporate sponsors, which we had identified as the most promising sponsor group through the verification of the first hypothesis. Hence, in the last part of our report we focused on facilitating the Canadian chapter to further develop their VP by giving them a detailed overview on the topic of VP by answering questions what is a value proposition and what not, why do organizations need a value proposition and how does an organizations build a value proposition. Eventually, we paved them the way by developing a clear roadmap to a sound value proposition by providing them with showing actions necessary prior to the value proposition development, a time plan for the value proposition process, a step-by-step action plan, a stakeholder mapping of activities and a Gantt chart.

2.5. Recommendations to the organization and our different deliverables

In conclusion and based upon our findings and the verification of the two main hypotheses, we concluded our project by providing the client with the following final deliverables:

Detailed 89-page report: The final deliverable composed of an 89-page report that was subdivided into five core sections discussing specific topics: (1) an evaluation of sponsor segments, (2) an analysis of the current external and internal fundraising situations, (3) a synthesis of the ideal situation for TI Canada as an organization, (4) an investigation of 19 gaps within the organization and suggested action plan, and (5) guidelines and an in depth action plan on structuring a value proposition for the organization.

Extended 10-page summary of the report: Being aware of the fact that such an extensive and profound report is too much to read for the entire board, we compiled an additional extended summary giving them the possibility to have a good overview on the project already before our presentation. The consistent link to the respective parts facilitated further reading if necessary.

Presentation to the board: The presentation made to the TI Canada board on May 11, 2016 was very important as it explained the outcomes of our project, facilitated a discussion and ensured that the report was passed off into actionable hands.

Excel-toolkit: The report was paired with the Excel toolkit to kick-start recommendations for the ED with models to work with and thereby supporting the implementation of the project. An additional advantage is that the ED can adapt it according to changing circumstances.

Midterm report for TI Canada: At the beginning of April we delivered a midterm report showing our progress and further outlook on how we would continue. This increased the level of trust and also was a possibility to incorporate valuable feedback.

Ad-hoc research on foundations: It was based on ad-hoc request from Alesia to conduct independent research on foundations as a fundraising source; it showed that foundations are not a beneficial short-term solution, but provided valuable insights for a long-term consideration.

Revised version of a sponsor approach letter: In order to leverage on our recently gained additional insights on fundraising from a corporate perspective, we revised the template of a sponsor approach letter and provided highly appreciated feedback on how to improve this letter.

Summary of key findings from interviews: After having realized how important the learnings from the interviews are for the ED and as she could not join all interviews, we sent her the notes of all interviews as well as a summary containing structured key findings from all interviews.

All in all, the effect of the project was that the board was provided with an in-depth analysis and overview of the fundraising situation, the ED was provided with a concrete action plan, and the appointed fundraising consultant was assisted with a comprehensive basis for further work towards creating a successful fundraising strategy. Additionally, general recommendations for the future implementations were provided to a selection of TI Canada's core stakeholders:

2.5.1. Recommendations for Transparency International as an organization

The process undertaken in developing this report highlighted the value that the knowledge, insights and best practices of other TI chapters can provide. Although exchanges between the different chapters do seem to exist, they happen on an informal and ad-hoc basis. One core suggestion for TI is to **intensify and formalize this knowledge exchange**. As many chapters are facing similar challenges, this would bring critical mass to successes and ensure that failures are not repeated multiple times. Possible tools for implementing such a concept would be to hold regional conferences for EDs (and other relevant staff) to come together and share experiences (these could be conducted online to minimize costs). Alternatively, staff from one chapter could spend a week at another chapter to observe their operations, or chapters could summarize their successful experiences in a one-page document and circulate amongst all of the other chapters.

2.5.2. Recommendations for TI Canada

Firstly, there is tremendous potential for obtaining resources through **collaborative work**. TI Canada could establish a collaboration committee on the board, which would be responsible for creating a collaboration plan with a concrete timeframe and a target list of potential collaboration partners. Small pilot projects and initiatives could be viewed as starting points to long-term collaborative partnerships.

Secondly, TI Canada could **attract an intern or student employee with a background in business, marketing or communication** to assist in upcoming tasks such as the development and implementation of the value proposition, creation of marketing material, and creation of media content and sponsor communication. The intern could also create and implement a social media strategy for TI Canada or help in revising TI Canada's homepage.

2.5.3. Recommendations for TI Canada's Executive Director

The ED is recommended to use the contents of this report as a starting point in developing TI Canada's strategy and setting the foundation for building up the organization in the future. However, being the only employee and with multiple ongoing running tasks the ED faces many parallel priorities. Thus, in order to understand which tasks are prioritized and which are less critical for the longer perspective, one advice is to **evaluate where exactly time is being spent during each day**, by plotting the ED's daily tasks and percentage of time spent on each task. From this overview, it is easier to assess which tasks are beneficial for the long-term success of TI Canada.

Relationships are known to be key in fundraising and regular contact is crucial to keep up to date with sponsor's needs. Thus, for long-term retention, a strong recommendation is to **initiate and schedule yearly meetings will all current sponsors** to make sure they are satisfied with the sponsorship relationship and in order to assess if needs and wishes have changes. From these yearly meetings, the ED can then proactively plan the coming projects and focus time and resources where it is most in line with sponsor's needs.

2.5.4. Recommendations for Consultant working in Western Canada

The Consultant is encouraged to **use our report as a foundation for further work**. As a substantial number of person-hours were committed to its development and analysis, it could help with updating the consultant about the organization and its shortcomings. This is particularly important in this situation due to the similarities in the project objectives.

2.6. Concerns (shortcomings, implementation problems expected)

As with the handing off of any project, there are risks involved with it being accepted and taken to fruition. Such a discussion is particularly relevant in this case because the team will likely have minimal if any contact with the organization following the CEMS project. Specifically, some identified risks include: TI Canada simply not using the report (though unlikely due to the received feedback), the ED leaving the organization, a substantial shift on the board which leads to new priorities and the consultant prioritizing her process instead of incorporating ours. The implementation of a fundraising strategy is something that takes time, and this may inevitably lead to deviation from our suggested procedure.

In order to mitigate this risk, the team utilized a number of techniques. Our recommendations were structured as much as possible into manageable steps and we attempted to be more realistic than optimistic in terms of implementation timeline. Additionally, the proper tools and outlines were given to the ED to use in order to ensure that the process was implemented. We decided it was important to not place the entire burden of the implementation process on the ED, and to instead appoint a project manager from the board's fundraising committee to oversee the project and ensure that someone was fully responsible for its execution. Most importantly, however, was to get all key stakeholders involved and aware of the project; this facilitated discussion and will ensure that checks are in place regarding further project progress. Their involvement was also achieved by giving specific recommendations to every single stakeholder and by creating additional deliverables (cf. 2.5.) targeted to their specific needs.

2.7. Individual contribution

First of all, as the business project is designed as a **team project**, in my opinion it is more important what we have achieved as a team over the last 4 months than what we have achieved individually. Being a group project, we discussed most of our approaches and decisions together and initially we intended to split the work on the project between us relatively even over time. However, during the course of the project it turned out that Lisa Lindgren and me contributed more than the other two group members (Appendix XIII and XIV).

Throughout the business projects, I identified key issues, conducted thorough analyses on the key problems, defined our hypotheses that we had to test, looked for adequate theoretical frameworks that would help us in the assessment and also to approach the challenge in a structured manner, and I conducted research to verify our hypotheses. My additional main roles during the project and the therewith connected challenges (most of them I managed to mitigate, especially after having received the group feedback) are also summarized in Appendix XIII.

3. ACADEMIC DISCUSSION

3.1. Possible links with my M.Sc. in Management

During my Master's in Management with my Major in Strategy and International Business I learned how important and though often underestimated the topic of value proposition (VP) is. Especially, in my course of Marketing Management its importance for a successful marketing strategy (and that is what a fundraising strategy is eventually similar to) became evident.

At the beginning of the BP, I was slightly disappointed that I was assigned to the only non-corporate project at SSE as I expected limited learnings and little relevance for my future career. However, only after a couple of weeks and plunging more into the project, I discovered how relevant management is actually also for NGOs. Just to give two examples: one cannot run effective marketing campaigns for an NGO such as TI and reach sponsors without having a clear VP or, on a more general note, through an improved management of the organization, its resources can be used more efficiently improving the Canadian chapter's overall performance. Eventually, I realized that I could apply much more of my knowledge from management than initially expected. Concurrently, the other way round, the same pertains to my learnings from the project for future work.

Having identified TI Canada's misaligned VP as a major gap between its current and the ideal situation in terms of fundraising and where the Canadian chapter has to work on with a high prioritization, I find it interesting to dig deeper into this topic by addressing the question of how to improve the VP of an NGO from a theoretical point of view, what are the important factors influencing it and benefits that can be obtained from it.

3.2. Relevant theories and empirical studies

As the development of a sound and clear VP of TI Canada is an extremely specific case and as we therefore relied a lot on concrete insights from directly involved stakeholders and expert opinions, it is interesting to look at relevant theories and research in the field of improving VP for NGOs, its influencing factors and the benefits this can imply.

The concept of a VP was first coined in the 1980s by Michael Lanning and Edward Michaels, who used the term in a 1988 staff paper for the consulting firm McKinsey & Co. (Hassan, 2012) and it has since gained popularity as a business strategy tool. However, the concept is vague and often misused; everyone discusses it and knows it is required, but few actually know what it is or how to establish an effective value proposition. Management practice research reveals a lack of consensus regarding what makes a value proposition persuasive (Anderson et al., 2006). Kaplan and Norton (2004) agree that although a clear definition of the value proposition is the single most important step in developing a strategy, approximately three-quarters of executive teams do not have this basic information. According to them, a few key insights include the following: successful value propositions are co-created and aligned with key stakeholders; a value proposition is not about the products or services you sell, it is about the needs and desires fulfilled; successful value propositions support statements with proof; a value proposition is not a one-size-fits-all model and all stakeholders have different needs; a value proposition is an ongoing and iterative process.

Moreover, the primary pursuit of business is to create and maintain value (Conner, 1991; Sirmon, Hitt and Ireland, 2007). Therefore, comprehending what value is and how value is created and which factors influence it has already attracted significant attention over the past decade (Anderson, Narus and van Rossum, 2006; Bowman and Ambrosini, 2000, 2009; Lepak, Smith and Taylor, 2007; Mittal and Sheth, 2001; Möller, 2006; Payne and Holt, 2001; Sirmon, Hitt and Ireland, 2007; Smith and Colgate, 2007).

Additionally, further scholars also indicate that value proposition is a dynamic and multi-stage process involving different users of value (Bowman and Ambrosini, 2000; Lepak, Smith and Taylor, 2007). The value proposition process therefore should not be conducted in isolation; it is a tool that can be used to align all key stakeholder groups. Ballantyne (2003), and Payne et al. (2008), argue that “co-created value propositions should be developed with the intent of creating mutual value, which will enhance relationships, and secure future benefits for the firm and its key constituents. Where there are deeper stakeholder relationships, value propositions are more likely to be closely tailored and refined, contributing to the success of the relationship." The output should build the relationship and result in a unique, tailored, measurable response to an identified need of that specific client. Ballantyne and Varey (2006) suggest that knowledge sharing and dialogue between parties is essential in creating value propositions, even if alignment processes and co-creation are lengthy and often challenging processes.

As a consequence, value creation and its management are important to both the organization and the client, and need to account for different points in time in the process (Bowman and Ambrosini, 2000; Ravald and Grönroos, 1996).

Specifically, in the context of time value creation is impacted by the point in time at which one considers value, including the point of proposition, of purchase/exchange, of consumption/use, and of post-use where value is created, captured and evaluated by the organization and the client. In addressing value creation and the points at which it is created, consumed and evaluated, two key streams of research have emerged. (1) One has primarily focused on explaining how value is created by the client and the organization-client interaction at the points of exchange, use and after use. Value creation is exogenously determined via *perceived use value* or *customer-perceived value* (Christopher, 1996; Zeithaml, 1988), *exchange value* (Bowman and Ambrosini, 2000) and *relationship value* (Payne and Holt, 2001; Ravald and Grönroos, 1996; Ulaga and Eggert, 2006). (2) The other stream of research has addressed the importance of comprehending how value is created by the organization at the *point of proposition* (Anderson, Narus and van Rossum, 2006; Bowman and Ambrosini, 2000; Lepak, Smith and Taylor, 2007; Mittal and Sheth, 2001; Ramirez, 1999; Sirmon, Hitt and Ireland, 2007; Slater, 1997; Verwaal, Commandeur and Verbeke, 2009).

Eventually, several scholars support the notion that a sound value proposition is a key to attracting and retaining sponsors. Webster (2002) argues that the value proposition "should be a firm's single most important organizing principle" and Kaplan and Norton (2004), the fathers of the value proposition concept, argue that "satisfying customers is the source of sustainable value creation. Strategy requires a clear articulation of targeted customer segments and the value proposition required to please them. Clarity of this value proposition is the single most important dimension of strategy".

3.3. Implications for theory and future research

Despite the growing body of knowledge on how value is created and proposed, a significant gap exists in the literature concerning the development of a conceptual framework that integrates the existing streams of research in a cohesive way as it also has been identified by (Payne and Holt, 2001). Such a combining framework should be developed.

Furthermore, the existing different literature streams also make clear that further, more specific research is needed. It would be very interesting to know more about how does the importance of a value proposition differs between the different issues that are addressed by NGOs (corruption, but also issues such as health, child labor, unemployment, human rights etc.). My first hypothesis, based on my limited experience of the last couple of months, is that is does matter. For more abstract issues such as corruption, the value proposition needs to be elaborated much more thoroughly and carefully than for non-profits addressing more direct, socially graspable and emotionally connecting issues such as child cancer, for example.

Additionally, it would be also very interesting to conduct further research on the regional differences. How does it differ between countries such as the U.S. or Canada and European countries, for example.

Lastly, although the environment NGOs find themselves in is somewhat different from that of the private sector, there are many advantages to an NGO adopting an intuitive business sense when structuring its value proposition and conducting its operations. As the private sector is profit-driven, it is often at the forefront of research and development; this knowledge has naturally transferred towards an understanding of value creation. It could be examined more concretely what best practices exist in the corporate world and which of them can/cannot be transferred to non-profits and how this could be possible.

4. PERSONAL REFLECTION

4.1. Personal experience

4.1.1. Key strengths & weaknesses observable during the project

Based on the feedback from my team and my own reflections (Appendix XII), I was very good at project management as I probably had the best overview of the overall project organization. I took care of meeting internal, client and SSE deadlines. Also, I was good at organizing and coordinating the team, client calls and interviews. Thanks to my proactive attitude, the high standards to myself and putting the necessary amount of hours into the project, also contentwise I contributed significantly (cf. 2.7.). Due to my accurate writing style, there was no need for many corrections and my team mates could trust me. However, I also learned that sometimes I should be "less diplomatic" by communicating my opinion more explicitly and directly if needed and stick to my point as it will be elaborated more on in the next point.

4.1.2. Plan to develop of your areas of improvement

After delivering the midterm report to SSE and the client, the team considered it as very beneficial to have a constructive feedback session. Hence, we took half a day to sit together and discussed where we are good at and where we still have to improve, both as a team (Appendix XI) and individually (Appendix XII). As we considered this very helpful and our efficiency increased tremendously, we did the same at the end.

Thanks to these sessions, I was confirmed in strengths and weaknesses I already knew about. However, additionally, I also learned about new ones and that my own perception on strengths or weaknesses might differ from the external perception by team members. In terms of attitude I learned about myself that sometimes it is beneficial to be less diplomatic and to tell my opinion more directly. Also, I should take time for other things apart from the Business Project and become more efficient in what I do. In terms of skills, I learned to be more concise in writing and to come to the point in what I want to say (Appendix XII).

However, my learning process was not limited to learning from the constructive feedback on my weaknesses and to work on them, but also to learn from my team members. My key learnings from them are summarized in Appendix XII. All in all, I managed to become less diplomatic and state my opinion more clearly during the second half of the project. At the same time, I consider these learnings especially as an input for further personal development for my future careers as it is difficult to change weaknesses within a couple of weeks.

4.2. Benefit of hindsight: What added most value? What should have been done differently?

Personally, I was positively surprised how much I can learn from a non-corporate project that is not connected to my prior education nor professional experiences. The NGO sector as well as fundraising and their particularities were completely new to me. I learned how to approach a topic without previous knowledge and how to manage to eventually still terminate with a great result. At the end, we received extremely positive and thankful feedback from all involved client stakeholders and were able to create impact with our work. Also from SSE side, we were among the few groups receiving the most positive feedback.

Moreover, especially the very theoretical and much more academic and reflective approach (and therewith a different focus than NOVA SBE) broadened my knowledge enormously and clearly taught me better how to connect theory to real life problems.

Furthermore, as already stated, I experienced it as very enriching how much I could learn from my team members and their different strengths. Yet, despite the overall good level of my group, I still felt the challenge to motivate two team members and integrate them more into the project. Both could have contributed better, but did not due to different reasons (low own standards/additional commitment due to parallel master thesis). Maybe my communication style was not engaging enough, but also the lack of sanctions (only peer evaluation) clearly limited my possibilities to influence their engagement in the project.

What we clearly could have done better, is to talk more explicitly about expectations, preferences, restrictions and working style (e.g. personal attitudes and individual preferences such as punctuality, break lengths, working styles and character) in the beginning and thereby prevent additional problems and be more efficient as a team right from the beginning (Appendix XI).

APPENDICES

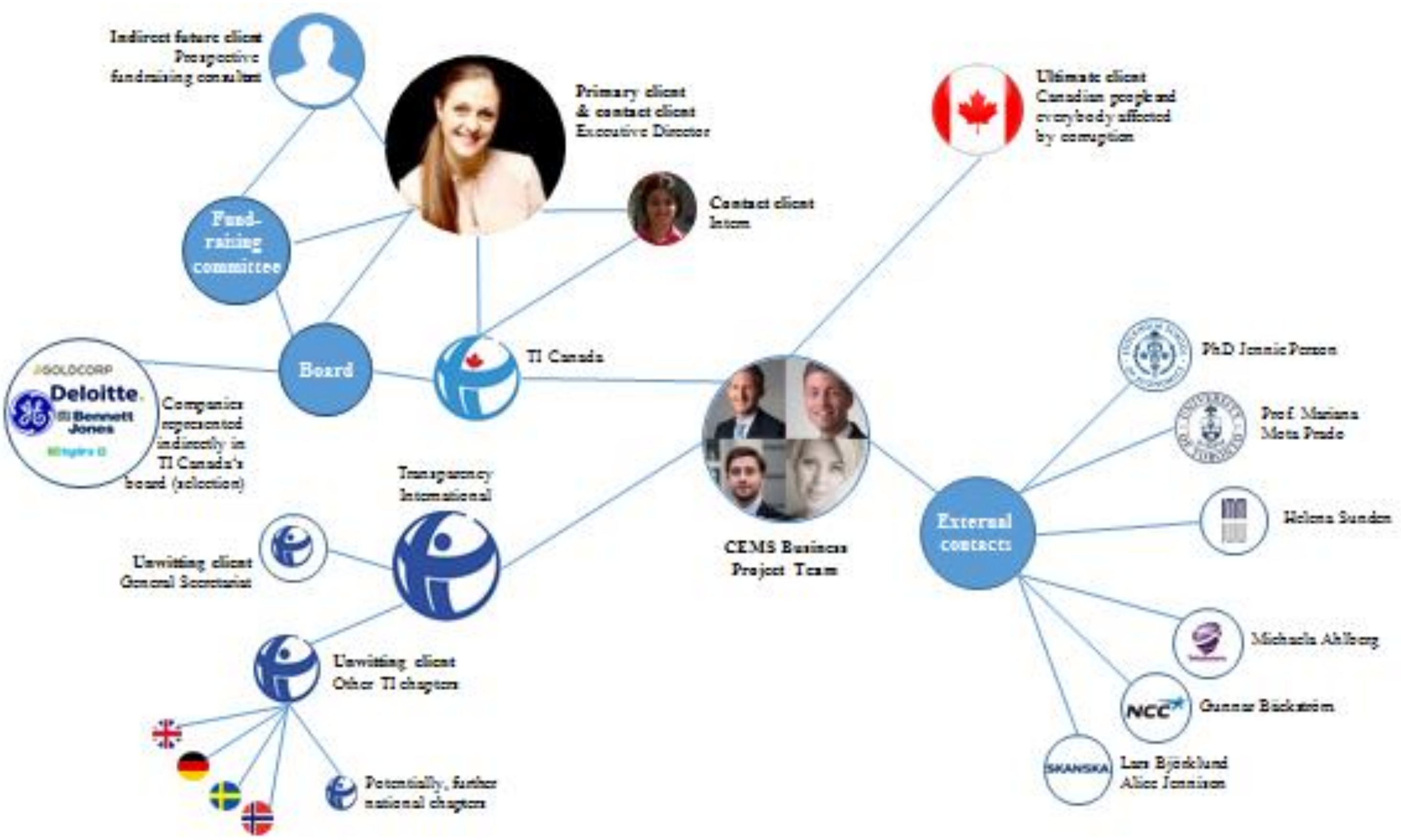
Appendix I – Stakeholder mapping

Person/Group	Measure of influence	Measure of interest	How can they affect the project?	Action plan with stakeholder group	Actual influence on the project
who are the relevant actors	*in what way are they important*	*how are they engaged in the project*	*what can they do*	*what are we going to do in relation to this stakeholder*	*how did they influence the project*
Alesia Nahirny, Executive Director TI Canada	Client and initiative-taker behind the project	High interest. Interested in ongoing dialogue and help; providing all required information	Provide information and contacts	Weekly progress update calls. Interview for information on the organization. Get assistance in organizing interviews with others	Neutral-positive. The ED was available for regular communication. However, she was very busy and we often had to remind her of requested information. Also, she was not fully aware of her own learning process.
Volun-teer(s) currently working for TI	Assisting Ms. Nahirny in providing us with information and data	Medium. Will help if Ms. Nahirny asks them but will not take the initiative themselves.	Provide information	Be in contact with through Skype or via email when requested from Ms. Nahirny we have a direct dialogue	Low. We initially expected the intern to be more involved in the project and our regular contact with TI Canada supporting us with the provision of documents or contacts. However, the scope of her work turned out to be very limited and she mostly focused on writing letters to former/potential sponsors where we could support her with our intermediary insights from conducted interviews.
TI Canada board members	Involved in the operations of TI Canada	High interest. Interested in TI Canada having the proper funding	Provide important feedback, contacts, information	Interview to gather opinions and ideas on organization. Discuss ideas to understand feasibility	Neutral-positive. We were able to obtain very valuable insights and opinions from board members allowing us to come up with concrete recommendations for TI Canada on how to proceed in the future.
CEMS MIM team (Chris-tian, Filip, Julius, Lisa)	The team that will do the work and drive the process	High. Both in terms of delivering something of impact and obtaining good grades	Putting in the hours, brainpower and energy; ongoing feedback	Team events in order to foster the team spirit and create a fruitful work environment	Positive. Together as a team, we developed a very fruitful and efficient collaboration over the course of the project, especially after a very frank and constructive feedback session after the midterm report. We put a lot of effort into our project allowing us to eventually come up with a satisfying outcome.

SSE CEMS office as well as other BP groups (fellow students)	Discussions and feedback from "outside" perspective of the project	Medium. Constructive feedback; critical reflections of our ideas	Help to improve the project; help with barriers; external point of view	Discuss group project to gain feedback and ideas. Review our progress reports to ensure we are on the right track	Positive. The feedback session (especially on the midterm report) from other teams and Frida Pemer was very helpful to support us in our decision making process on where to focus on during the second half of the project and the final deliverables.
External fund-raising consul-tant working for TI Canada	Will keep on working on the fundraising strategy once our project will be delivered.	Low. Appeared only at the end of our project.	Not much as become involved into the project only right before the final deliverable.	Adapt our final report taking into consideration that the consultant will keep on working with it after our project is finished.	Indirectly positive. The influence of the consultant was mostly on design of our final deliverables rather than on the content itself. However, it was positive because it allowed to elaborate many details for the final report, which would have been different if only the ED could have worked on the fundraising strategy after our business project.
Other TI Chapter representatives (e.g. TI Germany, TI UK, TI Sweden)	Sharing best practices that can also work for TI Canada	Medium. Help a sister chapter learn from their experience; reflect on challenges	Different key contact persons that will be introduced and that might help with valuable input from TI internal perspectives	Interview chapters to gather best practices and gain advice on how to better structure TI Canada.	Positive. The interviews with other TI Chapters were mostly every insightful and allowed us to learn from their approaches and to incorporate them in our final deliverables. Considering the usefulness of the interview insights, we actually decided to provide Ms. Nahirny with our interview notes (if she could not join the call directly) and to compile a comprehensive, structured summary with all key findings.
Current main sponsors (corpo-rations, organi-zations, indivi-duals)	Provide important information	Medium. Agree to be interviewed	Understanding their motivation to support TI Canada; understanding possible problems or concerns	Interview to gather information on why they sponsor TI Canada and what they would like to see more of	Positive. See TI Board members. Only possible to contact board members and interview them in their double function (corporate/NGO and board).
Former main sponsors (corpo-rations, organi-zations, indivi-duals)	Provide important information/feedback	Low. Agree to be interviewed	Understanding their motivation to not support TI Canada anymore; understanding problems helps to adapt current strategies → possibly regaining them, attracting further sponsors through improved strategy	Interview to understand why they no longer sponsor TI Canada and what they think of the organization and its operations	No influence. Not allowed to get in contact with them at the end.

Other NGOs (primarily of the same field as well as from other fields)	Important as they provide alternative models of funding	Low. Depending on competition or collaboration	Could bring valuable information or even cooperation/joint initiatives	Interview to find best practices and to gain knowledge	Neutral. See TI Board members. For Canada only possible to contact board members and interview them in their double function (corporate/NGO and board). A few additional insights from abroad.
Representatives from academia	Important as they can provide an objective perspective	Low. Agree to be interviewed	Provide us with useful insights from an objective perspective, examples from other NGOs and models/frameworks from research in the field.	Contact them and interview. Also, discuss our initial insights and ideas and recommendations	Positive. Very good decision to look for additional academic advice; obtain feedback on chosen approach and theoretical frameworks from experts in their field.
Possible additional sponsors (e.g. Government, foundations, individuals)	Might provide additional insights for long-term funding	Low. Agree to be interviewed	Identification of influential and powerful additional supporters	Interview to see what they look for in sponsorship and what others are doing	No influence. Not allowed to get in contact with them at the end.

Appendix II – Client tree (of different TI stakeholders)



Own interpretation; based on Edgar H. Schein (1997)

Appendix III – Key findings/summary from interviews with TI chapters

Key findings/summary from interviews with TI chapters

Topics	Chapter	Commentary
Fund-raising	TI Sweden	- Have 9 members of Corporate Forum, 3 corporate members and a number of individual members
		- Important need to diversify funding and open up for municipalities and civil society organizations
	TI UK	- 40 members take part in the Business Integrity Forum
		- Corporate fees vary based on size of organization based on headcount
		- Two levels of membership fees: a basic membership and one which includes access to a corruption benchmarking exercise
		- Fundraising is aligned with sponsor interests and includes a presentation of outcomes; Important to attract the right kind of sponsors through a rigorous due diligence process and a high membership fee
	TI Germany	- Core funding is obtained through 1,280 members (individuals, companies, counties, organizations, hospitals, etc.), from foundations (two of EUR 50,000 each) and from the court (as fines from entities that have breached corruption laws)
	TI Norway	- Times of "core funding" are over; core funds come from a membership structure and other funding is project-specific
	TI Secretariat	- Five different targets for raising money - private sector, individuals (general public), foundations, government and high net worth individuals; focus mainly on private sector, after that foundations and high net worth individuals

Commu-nication	TI UK	- Communication on a one-to-one basis and through the Business Forum
		- Salesforce CRM system in place but not actively used
		- Communication should not be too aggressive at selling sponsorship
		- Write emails, have face meetings once a year and discuss at the Business Forum; be available for questions; remember that "people give to people"
	TI Norway	- Try not to spam too much and arrange seminars to discuss
		- Approach corporates with an intention to discuss, to obtain opinions, to gauge interest, and to educate; invite them to an event/seminar/workshop
	TI Secretariat	- The first meeting with the company is not to go and ask for money; it is to express what you are doing, and to gather advice regarding what they are interested in

Public Relations	TI Sweden	- Need to get into press, invite press to events and be active on social media
	TI UK	- Be out and mingle to build a reputation and a network
	TI Secretariat	- Go out and speak if there is a scandal or corruption taking place – ride the communication wave

Collaboration	TI UK	- Important to clarify what each side is contributing and extracting; be open to topics beyond corruption
	TI Norway	- Very good collaboration with municipalities to co-publish reports
		- First set up a topic that you want to address; then discuss money and resources
	TI Secretariat	- Take every opportunity to participate in any gathering or collaboration

Value Proposition/ Benefits	TI Sweden	- Keep companies updated on policies via email and phone; two annual seminars and smaller seminars - Create awareness for corruption-related issues and raise corruption as an issue; promote TI with the respective profile as the organization that is an expert for that issue and thereby attract companies
	TI UK	- Good investment in reputation
		- Be clear on what activities would be conducted and what outcomes the organization would receive
		- Important to also communicate significant achievements from the past
	TI Secretariat	- TI is not a charity; positioning should be as an investment because money is dedicated to level the playing field where the companies are operating
		- Sell participation and support to a local network of companies led by TI Canada as a risk mitigation step for the corporation

Organization Structure	TI Germany	- The movement is executed by volunteers, with the office responsible for structure and administration; volunteers are broken out into 21 working groups (covering different topics) and 12 regional groups (based on federal states)
		- There are 12 people on the board who meet 5 times a year, but also a smaller board of 3 individuals which meets every 2 weeks

Ideas for Organization Offerings	TI Sweden	- Prepare Corporate Forum with 9 members that has at least two roundtable discussion per year
		- In kind services are offered through expert opinions and members and students (paid and unpaid) doing some work
	TI UK	- The Business Integrity Forums takes place twice a year
		- Provide 1-2 smaller events per year (normally no split up or regional focus in UK, but sometimes industry-specific)
		- Two global programs: Defense of security program, specifically looking at the arms trade, procurement and issues like fragile states and complex states; secondly, pharmaceutical and healthcare program which is looking globally at access to healthcare in relation to bribery
	TI Norway	- Publish “Protect your municipality!” report with municipalities
		- Together with corporates published the report/handbook “Protect your business!”
	TI Italy	- Charge EUR 20,000 for membership of the Business Forum club, which gives the company training, a presentation (one hour speech on transparency and anti-corruption at the annual meeting of the company), training on whistleblower protection and help in establishing a code of ethics
	TI Secretariat	- Everyone knows the Corruption Perceptions Index - put together an event to launch it

Appendix IV – PESTEL analysis of TI Canada's external fundraising environment

POLITICAL FACTORS	• Highly ranked (#9 in 2015) in the Corruption Perceptions Index • Corruption present in Canadian headlines (e.g. SNC Lavalin in 2013) • 2014 Ernst & Young Global Fraud Survey found that "20% of Canadian executives believe bribery and corruption are widespread in this country"
ECONOMIC FACTORS	• Eleventh (nominal) and fifteenth (PPP) largest economy in the world • One of the world's wealthiest nations; a member of the OECD and the G7 • High ease of doing business rank in 2016 (#14 out of 189) (World Bank Group, 2016) • Heavily resource-dependent economy, particularly forestry, oil & gas and mining • Key industries include real estate, manufacturing (especially automobile industry and aircraft industry), mining, oil or gas extraction, healthcare and social assistance, public administration, finance and insurance
SOCIO-CULTURAL FACTORS	• Ranked #9 out of 188 on the Human Development Index • Canada ranks #3 among the most charitable nations in the world after the U.S. and Myanmar (Statista, 2014)) • Most large corporations have corporate social responsibility departments which are involved with image awareness and philanthropy • A significant portion of donations, grants and funding are invested beyond Canada's borders
TECHNO-LOGICAL FACTORS	• Relatively high level of technological infrastructure • Increasing importance of social media in Canada • Facebook, Twitter, LinkedIn and YouTube are the most commonly used platforms by non-profits
ENVIRON-MENTAL FACTORS	• With many resource extracting industries, high interest and demand for compliance on environmental issues from companies • High environmental standards and regulations; the Canadian Environmental Protection Act summarizes Canada's commitment
LEGAL FACTORS	• Implementation of new laws and policies designed to complement Canada's Corruption of Foreign Public Officials Act ("CFPOA") • Increasingly demonstrating its commitment to anti-corruption enforcement by bolstering the legislative tools available to law enforcement and government agencies • Hot topics include whistleblower protection, money laundering and beneficial ownership

Appendix V – Competitor landscape of TI Canada

Name of competitor	Type of competition	Defense strategy	Potential for collaboration
Non-profits in anti-corruption	Direct	Nationwide coverage, coverage of full anti-corruption topic, embedded in TI's international movement	Joint initiatives or events. Synergies from joining efforts and resources
Service providers in anti-corruption field	Indirect	High level approach, comparably low price	Events, seminars, in-kind contribution
Universities and institutes	Indirect	Focus on practice-oriented work	Joint (research) initiatives/projects
Non-profits outside of anti-corruption	Indirect	Focus on own USP and value proposition for corporate sector	Help non-profits with transparency issues; get resources/reputation/awareness in return
Public sector	Indirect	Add value where public sector is not active; counterpart to public sector	Knowledge exchange; advisory role of TI Canada in return for (financial) resources
Municipalities	-	-	Joint projects, reports, initiatives. Expertise in return for raising awareness, reputation & resources
Corporates (compliance department)	Indirect	Differentiate from value proposition of compliance department	Knowledge exchange and network in return for in-kind service and sponsorship
TI chapters/ Secretariat	-	-	Knowledge exchange/best practices
Business associations	-	-	Joint initiatives/seminars in return for access to corporate network and resources

Appendix VI – SWOT analysis of TI Canada

INTERNAL

STRENGTHS

- Strong reputation and brand name in the anti-corruption field
- Strong network of worldwide partner organizations
- Niche offering in the Canadian market
- Covers a cause that is relevant and important to many companies
- Executive Director is very committed to the organization and to implementing a concrete and sustainable strategy
- Board members have relevant positions which are aligned with TI Canada's work and are strongly committed to the cause
- Very strong perception of "Day of Dialogue" event, which is the main annual fundraising event

WEAKNESSES

- Lack of resources, both financial and personnel
- Lack of concrete fundraising strategy
- Weak tangible incentives for sponsors
- Weak communication and relationship management with sponsors
- Relationships with sponsors are mainly based on personal relationships with board members and not strong relationships with TI Canada as an organization
- Lack of proper CRM tool in place for member/sponsor communication
- Lack of reporting or feedback channel with sponsors regarding organization progress or updates
- Lack of a diversified funding policy; heavy reliance on a small pool of sponsors
- Lack of clear roles and responsibilities on the board
- Lack of "emotional" pull that other social or health related causes may have

EXTERNAL

OPPORTUNITIES

- Increasing in-kind sponsorships could help with constraints in personnel
- Increased presence in social media and advertising to raise public and corporate awareness
- Expanded collaborations with corporates, academia and other non-profits
- More targeted industry outreach to match TI Canada's cause with issues faced by corporations
- Interaction with other TI chapters to understand best practices
- Corporations are still sponsoring if benefits are clearly communicated
- Canada's geography allows for fundraising events to be scaled
- Corruption increasingly present in the media and public eye

THREATS

- High competition for corporate funding amongst NGOs in Canada
- Most funding going towards health related or social causes
- A significant amount of funding from Canada is donated beyond national borders
- Canadian public and some corporations do not see corruption as a pressing issue in Canada, thus are less likely to sponsor
- Severe economic downturn in Canada due to commodity price decreases
- Companies are increasingly stringent on donations and expect increased transparency in where their money is going

Appendix VII– List of interviews

Category	Interviewed organization	Interviewee	Title/Function	Status
TI Chapters				
	TI Canada	Alesia Nahirny	Executive Director	Closed
	TI Sweden	Lotta Rydström	Executive Director	Closed
	TI UK	Robert Barrington	Executive Director	Closed
	TI UK	Peter Van Veen	Program Director (Business Integrity Programme)	Closed
	TI UK	Louise Russell-Prywata	Development Manager (Fundraising and Resources)	Closed
	TI Germany	Dr. Anna-Maija Mertens	Executive Director	Closed
	TI Norway	Guro Slettemark	Exceutive Director	Closed
	TI Secretariat, Berlin	Patrick Mahassen	Director of Resources	Closed
Corporate Sponsors in Sweden				
	Skanska	Lars Björklund	Vice President Ethics	Closed
	Skanska	Alice Jennison	Community Investment Project Leader	Closed
	TeliaSonera	Michaela Ahlberg	Chief Ethics & Compliance Officer	Closed
	NCC	Gunnar Bäckström	Group Compliance Officer, "Koncernstaber"	Closed
Corporates Canada				
	We consider this stakeholder group as an important one as it gives us an insight on the whole issue from the corporate perspective and especially about the companies' motivations to support TI Canada. However, after discussing the possibility of getting in contact with Canadian corporates internally as well with Ms. Nahirny, we decided that we will not contact new corporates directly. A first contact with them should always go through TI Canada. Therefore, we decided to establish our contact with this important stakeholder group through TI Board Members (most of them are working for Canadian corporates at the same time) and we went through a list of 17 current and former members and chose the ones we wanted to interview. This selection was mainly based on diversity of the interviewees' (industry) background in order to achieve a broad picture. After being introduced to them by Alesia Nahirny we have been able to schedule interviews short dated and could make sure that we are able to include this valuable perspective on the whole issue in our findings.			Cancelled
TI Board				
	General Electric	Uma Annamalai	Executive Counsel at GE	Closed
	Goldcorp Inc	Diego Venegas	Treasurer at TI Canada	Closed
	Ligue d'action civique	Frédéric Lapointe	President of Ligue d'action civique	Closed
	CNOOC/Nexen	Martin Mueller	Senior Ethics and Integrity Compliance Executive	Closed
	Governance	Bruce Moore	North South Institute and the Forum on Democratic Global Governance	Closed
	Deloitte	Peter Dent	Partner at Deloitte Forensic, Toronto Office	Closed
	Bennett Jones	Milos Barutciski	Senior Partner, Bennett Jones LLP	Closed
	BC Hydro	John Ritchie	Director, BC Hydro (recently retired)	Closed
Academia, NGOs & associated organizations				
	SSE	Jennie Perzon	PhD; specialty: NGO funding	Closed
	University of Toronto	Mariana Mota Prado	Professor and NGO expert Canada at University of Toronto, Law and Board member TI Ca	Closed
	IMM - The Swedish Anti-Corruption Institute	Helena Sunden	Secretary-general	Closed

Appendix VIII – Evaluation parameters for the identification of the most promising sponsor segment

When investigating the different sources of funds, five main parameters have been assessed as the main influencing factors in a strategic decision of what source is the most attractive to seek funding from:

- *A specific interest in transparency and corruption issues* – TI Canada has two objectives with increasing its fundraising; *i)* obtaining increased monetary support and *ii)* increasing engagement amongst key stakeholders in the anti-corruption movement. Thus, a high interest in TI Canada's issues is assessed to be an important evaluation factor for both long-term and short-term success.
- *Time to donation* – TI Canada has expressed the pressing need of increasing its funding within the next six months (as well as over the long-term). Thus, time is of the essence and a key indicator for evaluating sponsor segments to initially approach.
- *Share of current donations* – the current fundraising mix is a key indication in two ways; firstly, it reflects the internal knowledge TI Canada currently possesses in fundraising from a specific sponsor segment and secondly, it indicates a proven willingness to fund TI Canada's mission.
- *Internal resources needed* – Due to limited resources available for fundraising, efficiency is key. Thus, sponsor segments that are resource consuming are rated as less attractive at this stage.
- *Scalability* – from a long-term perspective, a possibility to increase the funding received in the near future is seen as an indication of attractiveness in a sponsor segment; either by increased sum per sponsor or by a growing sponsor base.

Appendix IX – Comments on other sources of funding

Government agencies are assessed as unattractive – Although government agencies are often important sources of funding for non-profits, there are a number of factors that restrict TI Canada from accessing this source. Firstly, the Canadian government sponsors TI chapters internationally, where it is deemed that corruption issues are more prevalent. Secondly, the time to funding is considerably long and significant resources and expertise are required to seek government grants. Thus, this sponsor segment was evaluated to be less attractive at this stage. However, if TI Canada hires or collaborates with an expert in the field, government grants should be re-assessed.

Municipalities – Municipalities were assessed to be a relatively attractive source of funding as they share an interest for anti-corruption issues, are slightly more accessible than national level government agencies and stand for relatively large pools of interconnected but independent units, with more than 3,600 municipalities in Canada. Municipality funding has been proven successful by TI Norway, where the chapter has built its growth strategy on extensive collaborations with and support from Norwegian municipalities.

Foundations and high-net-worth individuals (philanthropists) – TI Canada has limited experience with seeking funds from foundations or high-net-worth individuals; expected lengthy processes to donation as well as a low chance of scalability make these two segments less attractive. However, upon request from TI Canada, additional research was conducted to ensure that an objective opinion was provided. Based on this research to analyze the potential for foundations as a funding source in the Canadian context, the following insights were compiled:

(-)	*Seeking funding from foundations is a needle in a haystack* – There are many foundations, however extensive time and resources needs to be allocated to find those appropriate for TI Canada. Thus, if foundations were considered as a fundraising priority, TI Canada would need external assistance in conducting this work from someone with deep knowledge in the field.
(+)	*If someone with a deeper knowledge base* on the subject and additional time for research becomes involved, it is not necessarily impossible to find money for TI Canada's cause. However, within the scope of this project, no clear leads were found that could provide money in the short term.
(+/-)	*Several foundations are locally based* and thus not suitable for TI Canada nationally, however it could potentially be interesting to look into regional or local involvement with TI Canada (e.g. Day of Dialogue in certain regions).
(-)	The vast majority of the foundations found are *related to either social, environmental, educational or cultural causes* and therefore upon first glance would not be interested in funding TI Canada.
(+)	There are a number of foundations in Canada and *several websites providing summaries* of foundation alternatives. One interesting option is the "Grant Connect" database, which for $102/month provides an organized "Yellow Pages for Funders" – where one can research through 10,000 Canadian foundations, 550 corporate giving programs, 175 government grantors, 120 American foundations that make grants to Canadian organizations as well as more than 100 other kinds of grant opportunities.
(-)	Given the aforementioned research, a conclusion was reached that it would likely take longer than six months to obtain any substantial funding from foundations. Potential next steps would include: extensive research to find the right foundations, application processes, potentially lengthy review processes followed by a number of meetings. This is not a job done with ease. Lastly, several foundations state they are open for discussions if an NGO were to provide a specific project or cause which may not necessarily be strictly in line with their mandate – this opens an opportunity, however additional time will be required to convince them of TI's cause.

In general, further independent research is required to understand this mostly unexplored sponsor base. However, this should be done with external support and is considered a longer-term source for funding. Lastly, if the goal (in addition to monetary funding) is to increase the engagement in anti-corruption issues, foundations are not the most attractive sponsor segment to focus attention.

Business associations – Business associations such as chambers of commerce and industry associations ranked fairly high on the attractiveness index conducted above, as they share an interest for anti-corruption issues. As corruption is a high risk in several industries, it facilitates dialogue and partnership and a possibility for TI Canada to be resource efficient in its fundraising work. Through industry associations, the opportunity also exists to reach more corporate sponsors and scale across segments. For long-term funding an opportunity lies within targeting associations, and should thus be researched further.

Other NGOs – TI Canada works relatively alone in the field of transparency and anti-corruption in Canada. However, several opportunities for partnership and collaboration can be found if TI Canada broadens its perspective and views transparency in a broader sense. However, as funding from other NGOs would most probably be in terms of project-specific funding and collaborations, TI's restricted resources decrease the attractiveness of this source on a short-term basis.

Individuals – As of 2015, TI Canada had about 100 individual members. Engaged individuals are useful when volunteering their time and expertise, spreading TI Canada's message or facilitating new relationships. However, as a segment, individuals are highly resource consuming as the funding received per individual is considerably lower than all other sponsor segments available. The unattractiveness of focusing on individuals was also emphasized by the Director of Resources at the TI Secretariat.

Appendix X – The four main gap topics in detail

Organization mandate

Gaps	What is the organization missing?	Support for ED	Suggested action points
Value proposition	• A clearly communicated understanding of the value which TI Canada offers • An understanding of how to properly use the value proposition in order to differentiate from competitors • A method to tailor the value proposition in order to attract sponsors and engagement in the organization	• CEMS project group • Board members	• Establish a value proposition structure using both a theoretical framework and best practices from other organizations • Build a concrete value proposition based on initially suggested structure • Develop a strategy around communicating the value proposition • Gather information from various corporate sponsors to understand what exactly they are looking for from involvement with the organization • Take the core value proposition and create modifications to tailor the message to a specific sponsor group • Potentially collaborate as a student project in order to structure ideas and get them down on paper • Approach a list of top five communication agencies in Toronto and see if they are willing to sponsor a workshop on developing a value proposition
Organization goals and metrics	• Summary of concrete goal(s) to work towards, which can be effectively presented to current and potential sponsors • Clear timeline, action items and delegated responsibility for working towards goal accomplishment • Clear KPIs for measuring organization progress	• Board members	• Using the Strategy 2020 document, create a table to structure the goals that the organization would like to accomplish, including hard deadlines of when to accomplish certain tasks, who would be responsible, and how exactly success would be measured (use KPIs) • Incorporate into every board meeting a review of goals and an analysis of accomplishments • Creation of a business plan

Gaps	What is the organization missing?	Support for ED	Suggested action points
Stakeholder mapping	• A structured approach to understanding who is involved with the organization and who is impacted by its operations (including how stakeholders are interconnected) • Clear roles and responsibilities indicated for each stakeholder • Responsibility for action items delegated to respective stakeholders	• 1-2 board members assigned • Consultant	• Hold a stakeholder mapping workshop session • Utilize a framework for visually mapping out the individuals and organizations involved directly or indirectly with TI • Compose clear roles and responsibilities for each stakeholder
Collaborations	• Increase resource base (both financial and personnel) through collaborations • Involvement with projects that increase exposure for TI Canada • Understand what TI Canada would be able to contribute to potential collaborations and what it would like to gain	• Intern	• Map out the interest in collaborations • Look to other TI chapters in order to gain an understanding of what successful collaborations look like • Begin with partnerships at various universities (starting with the University of Toronto and the University of British Columbia) to collaborate on reports/studies being conducted • Partner with various business and professional associations to gain exposure for collaboration opportunities • Write down a list of problems faced by the organization and analyze whether the problems could become opportunities for collaboration • Have a pilot program with various collaboration partner types in order to analyze which are the most fruitful • Make it a priority to actively seek collaborations during networking and also to discuss collaboration opportunities at board meetings • Compile a list of resources that TI Canada has available to share in collaborations

Organization structure

Gaps	What is the organization missing?	Support for ED	Recommendations
Operational structure	• Clear vision for how the organization is structured • Clarity around what assistance the Executive Director requires • Establish what roles are filled by staff and what roles will be filled by volunteers	• 1-2 board members	• Map out exactly how much personnel is required, for what purposes and by when, as well as what specific knowledge base is required • Record what time is being spent on and what can be outsourced or passed down to an additional staff member in order to ensure the most efficient use of time • Construct an organization chart which lays out tasks and processes and gives all involved stakeholders a purpose
Corporate partnership	• Develop relationships from a dependency to a partnership • Increase corporate involvement in the work of TI Canada • Greater in-kind participation or volunteers from corporates getting involved in project work	• Funding committee	• Discuss the option of in-kind sponsorship in addition to financial sponsorship (in the short term mainly focusing on financial) • Have regular meetings with corporate sponsors to discuss what they would like to see from TI Canada and what is of interest to them • Structure TI Canada as participation in a “club” of companies committed to ethical and corruption-free business practices • Develop relationships with individuals at the core of company’s compliance mandates
Board structure	• Organized subdivision of work • Clearly delegated responsibilities and expectations • Separate working board and advisory board • Regular meetings in person	• Board members	• Structure four or five subcommittees on the board with clear roles and responsibilities and ensure that board members are applied where they are most useful • Have a head of every subcommittee who is the main contact person and can report back to the general board • Utilize Skype video for individuals who cannot attend meetings in person • Have subcommittees meet regularly outside of general board meetings • Have a discussion with the nomination committee to ensure that required skills and knowledge are applicable in the board member mix • Have annual meetings to evaluate board member satisfaction and engagement
Volunteer involvement	• Increased passion for the cause • Attracting experts or those interested in the field to volunteer their time • Concrete organizational structure and where volunteers fit into the bigger picture	• 1 board member • Intern	• Attract retirees and students (individuals with time and with knowledge) • Clearly define projects which volunteers are required for • Reach out to associations in order to advertise volunteer work to be done • Have meetings with existing volunteers to check their engagement and why they are involved

Communication and Public Relations

Gaps	What is the organization missing?	Support for ED	Recommendations
Communication with current corporate sponsors	• Regular updates on the organization's progress and future projects • Increased transparency regarding sources and uses of all funding obtained • Outreach to sponsors in order to discuss what needs they have and what topics are of interest to them • Single point of contact within the organization for feedback loop and for direct communication channel • Relationship established with the organization instead of personal connections (to mitigate the impact of turnover) • Records summarizing interactions with sponsors	• Funding committee • Consultant	• Structure a quarterly/semi-annual newsletter which updates corporates on what the organization is working on, sources and uses of funds, and future projects in the pipeline (need to be as transparent as possible) • Delegate a point person for direct contact between sponsors and the organization (can initially delegate amongst the working board and the Executive Director but in the long term this should be one person) • Utilize a CRM tool in order to have a centralized system summarizing communication with sponsors • Have a feedback loop with sponsors – an annual call, survey or meeting to discuss any concerns and what the focus of the company is or any kind of specific topics of interest
Communication with potential corporate sponsors	• Uniform marketing package for presenting to potential sponsors • Plan of how to approach, with what channels and with what message • Tailored content and communication approach based on potential sponsor needs and priority areas	• Funding committee • Consultant	• Have a one or two-page teaser document which is used to summarize the organization, its mandate and its successes and projects • Have the ability to tailor the teaser document to specific interests • Approach business/industry associations to obtain access to a network to reach out to • Initially utilize cold calls and emails • The first meeting should be to get to know the corporation and establish a relationship; should initially understand the corporation and then ask for sponsorship later with a tailored offering • Get potential sponsors involved – either through participation in the Day of Dialogue or by sharing a resource from TI that the firm could find useful and would get them interested
Networking	• Public networking by both the Executive Director and board members • Increase new connections and spread of TI's cause • System in place to reach out to corporate CSR departments (who are	• All board members	• Monthly/Annual goal for networking and fostering new connections • List out all core events annually that TI should have a presence at and ensure representation • Allot a specific requirement from all individuals involved with the organization for reaching out, and

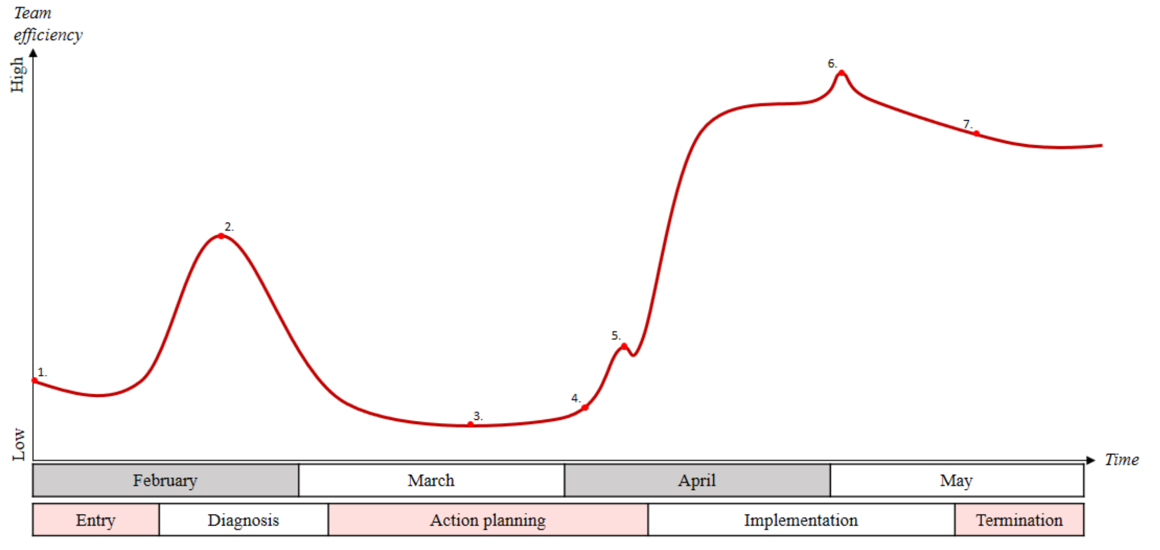
	aware of the TI brand worldwide) • Active outreach to new connections		have a specific feedback loop where everyone is up to date on what the response was and where to better tailor • The first step should not be to ask for money – need to discuss with corporates regarding what they are doing, what they find interesting, what they are looking for and how they could get involved with TI's cause (need to step away from the charity mindset) • Network based on referrals and ask if an introduction can be made • Map out board member connections in order to ensure consistency in message and no overlap in outreach
Public relations	• Creating an image for TI Canada as the "go-to" organization for anti-corruption in Canada • Increased presence in the Canadian media and media involvement at TI initiatives • Strong and consistent public image representing the organization • Control over public relations opportunities and being on top of opportunities to increase TI Canada's awareness (ex: weak and slow response to the Panama papers and getting TI Canada in the media) • Increased awareness for the cause, and increased perception of importance when compared to other social and health related causes • Get the public to feel emotion for what TI Canada is doing (TI Canada has not necessarily the most tangible of offerings - people want to feel good about where their money is going)	• Consultant • Intern • TI Canada staff	• Increased involvement with the media – inviting to TI Canada events, TI Canada to provide commentary and opinions on current events • Attend a training session on public relations management and structure • Make an effort to reach out to journalists or media in order to ensure that they are aware that TI Canada exists and is available for contact • Respond to current events in the media and provide opinions in order to increase public awareness • Understand the various corruption issues currently on the minds of the public ("hot topics") and ensure that TI Canada is quoted or referred to any media coverage on the topics
General public awareness	• Increased outreach to general public • Active social media presence • Attract volunteers to assist in TI Canada's projects	• 1 administration staff	• Develop a strong social media presence through the creation of a Facebook, Twitter and Instagram account in order to increase traffic; regular updates on TI Canada and current events in Canada required • Partner with various external organizations in order to attract volunteers to the work that TI Canada conducts

Fundraising

Gaps	What is the organization missing?	Support for ED	Recommendations
Corporate sponsor segmentation	• Segmentation of sponsors based on clear, differentiating factors • Separation of public and private corporations and their differences • Establishment of what interests every corporate or cluster of corporates • Geographic orientation of sponsor concerns • Establishment of metrics/criteria for analyzing likelihood of sponsorship from various sponsor clusters	• Consultant • Funding committee	• Segment sponsors both internally (based on the various degrees of interest in sponsoring TI Canada) and externally (based on industry, topics of interest, region, etc.) • Construct a list of topics that are of concern to various stakeholders • Approach corporate sponsors and inquire regarding what they would like to see from TI Canada
Sponsorship model	• An understanding of whether the current model and price structure for corporate sponsorships is appropriate • Understanding why corporate sponsors are/are not sponsoring • Analysis of impact of incentives associated with corporate sponsorship	• Consultant	• Structure various levels of sponsorship with clearly identified incentives • Discuss the idea of a "club" such as the Business Integrity Forum whereas sponsors pay in order to be invited to roundtable discussions • Utilize the notion of exclusivity to attract a variety of players from different industries who do not want to be "left out" • Have a due diligence process in place for accepting sponsors
Membership model	• Analysis regarding whether corporate sponsorships are more effective or whether there should be a requirement for sponsors to be members of TI Canada and to associate with their cause • Evaluation whether or not there is too much risk	• Consultant	• Restructure incentives for membership • Implement annual survey in order to get feedback regarding member views • Remove corporate membership and instead only focus on individual and NGO membership • Decide whether or not professional members are desired and structure a membership fee around this

	associating itself with corporates in the form of offering a membership • Feedback loop with current members regarding pros and cons of membership		
Fundraising mix	• Find a balance of different potential sponsors in order to diversify funding base • Understand what sponsor groups are out there • Understand what the requirements are of each, how much they sponsor, what the process looks like, how to reach out to them, how involved they want to be and what their expectations are • Establish connections and an understanding for who would be interested	• Consultant • Funding committee	• Conduct further research on government grants and funding from foundations in Canada • Identify funding opportunities through collaboration with municipalities • Establish what ideal ratio of each sponsor source TI Canada would like to obtain its funding from • In the short term focus on increasing corporate sponsorship as the quickest means to funding • Ensure that the sponsorship mix is received from a variety of industries
Spontaneous donations	• An active and properly functioning online donation channel for spontaneous donations	• Administrative staff	• Ensure that the donation function through the website is clear and works properly • Include the concept of direct donations to TI on media material

Appendix XI – Team efficiency curve and different efficiency phases



1.	Assembling the team and aligning with client		Low efficiency due to low knowledge about the project, the client and the team.
2.	Defining the project scope and setting direction		Increased efficiency due to group alignment and alignment with client around the project scope. Also positively influenced by narrow scope and a clear direction of where to start research and how next phase would look like
3.	Overwhelming phase		Low team efficiency due to several aspects such as too much unstructured information, team members traveling, thesis deadlines and obligations in other courses to name some. Also, even though narrowed the scope in the beginning the end goal was not clear at this stage, thus overwhelming research and information gathering.
4.	Midterm feedback session		Increased efficiency. Milestone where we decided direction in terms of deliverables. Got valuable feedback from other groups. The midterm also acted as a deadline for the group to finalize the current and ideal situation and send a midterm report to the client. During midterm feedback session the group also finally decided on value proposition as a concreate proposal.
5.	Internal group evaluation session		High efficiency. Important event in terms of teamwork, where we sat down for 4h and talked through what we have done good and bad, gave each and every team member constructive feedback and decided on group structure with concreate "rules" of how the work would proceed. Including clearer deadlines and assigned responsibilities. Also, decided to dedicate 3 full days per week over the course of next weeks to sit and work together to better align. After this session we had much clearer understanding of how to function well as a group and worked efficiently.
6.	Deliverable deadline		High efficiency. Clear understanding what we would deliver and how we as a team function. Tight deadline increased the efficiency (but also the stress level).
7.	Wrap up phase		High efficiency but with calmer pace. Due to deadline already 1st May, the last couple of weeks in May have been productive (we as a team knows what to do, what our goal is, who is doing what and by when) however the efficiency is more healthy.

Appendix XII – Key strengths, weaknesses and learnings of individual team members

The following table gives on overview over the team members, their background, strengths, weaknesses, their personalities and what I could learn from them.

	Christian	Filip	Julius	Lisa
				
Country/culture	German	Polish/Canadian	German	Swedish
Age	27	25	27	27
Educational background	Economics	Finance	Economics/Management	Management
Professional background	Banking	Banking and Investment Banking	Consulting, different industries, NGOs (no fundraising!) and public institutions	Communication consultancy, mainly healthcare
Personal profile DiSC model	Red/yellow	Red/yellow/ green	Blue/green	Red/yellow
Color as change agent	"The HR agent"	"The HR agent"	"The HR agent"	"The HR agent"

Key strengths (based on midterm feedback session, closing feedback session and personal reflection)	- Good listener - Questioning of existing solutions - Very pragmatic and solution-oriented - Can simplify problems - Good at shorten texts - Ensuring a good mood within the team; always bringing up a good joke	- Very efficient; wants to “gets things done” - Native speaker with good writing and communication skills and taking over lead in difficult Skype calls; good at shooting from the hip - Works very diligently and accurately if necessary; good at final polish of document - Good at limiting scope of project to a reasonable dimension - Takes time despite Master’s thesis - Reliable	- Best overall overview of project organization; great at being head of deadlines (internal, client and SSE) - Very good at organizing and coordinating the team/client/interviews - Good level of writing, no need for many corrections; very accurate - Nice, helpful person with including attitude; not complicated and agreeable; very diplomatic and professional in contact - Proactive attitude; puts necessary time and effort in the project; starts setting up documents	- Efficient; “gets things on paper” quickly - Proactive; pushing the group to move forward; create some pressure - Setting up a first structure when everything is unorganized - Good at finding frameworks, literature and theory - Initiator of the important and very helpful feedback session (**Interesting side fact:** Maybe it was her because she is the only woman in the group! Men probably feel less comfortably to talk about these issues) - Efficient, makes sure to find time for free time activities
Key weaknesses (based on midterm feedback session, closing feedback session and personal reflection)	- Not really proactive; less intrinsic motivated than the other group members - Sometimes too chilled-out and not willing to get things done early - Not in Sweden/unavailable in critical working phases with a very high	- Complaining a lot about the amount of work and that he is very busy - Not very proactive; needs to be told what has to be done - Sometimes unprepared for group meetings and interviews as very busy - Not always a full picture of what is going on	- Sometimes too diplomatic, letting agreeableness taking over, avoiding conflict and does not fight enough to impose his opinion even tough if right - Sometimes too wordy in writing - Taking a long time to get things on paper as he wants to organize everything perfectly in his head before getting it on paper	- Negligent about details (lot of mistakes, weak written English makes it hard to read, very reluctant when handing in internal documents and layouting) - Dominant personality, (too) convinced that her opinion/structure is the right one; often not agreeable with other members’ opinions

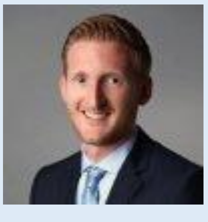
	workload (understandable); no attempt to make up for it afterwards (not understandable)	- Cared (understandably) a lot about his Master's thesis at the same time		- Sometimes too direct and harsh communication
My key learnings from… in terms of… (based on midterm feedback session, closing feedback session and personal reflection)	Attitude: - Keep relaxed in stressful situation - Be pragmatic when needed Skills: - Come to the point and make clear what the essential is - Questioning of solutions/findings	Attitude: - Manage to find time for other important things besides the BP (Master's thesis, marathon preparation) Skills: - Set a time limit within you want to achieve something and not spend hours on it	**My own learnings:** Attitude: - Be less diplomatic and tell your opinion - Take your time for other things and become more efficient in what I do Skills: - Be more concise in writing and come to the point	Attitude: - Be sometimes more frank and direct about what you think and share your thoughts Skills: - There is theory for everything; find it and apply it; it will help to structure your thoughts

Appendix XIII – Summary of my main roles (apart from writing my assigned parts)

Main roles/tasks	Challenges/mitigation strategy
Overall organization of project, ensuring of deadlines	Sometimes hard to make sure that deadlines where kept as no mean to pressure; fear that I might forget something as others increasingly trusted me.
Providing leadership/ organization for team	My (too) diplomatic way of dealing with people; improved significantly towards the end
Writing assigned parts	Hard to make sure that they fit the others' part. That is why I criticized in the feedback session that we have to discuss structure more in advance.
Establishing contact with interviewees, scheduling and planning of almost all interviews	A lot of coordination was required (make sure that all team members have time, considering different time zones, room availabilities etc.)
Conducting of interviews	Having limited prior knowledge about the interviewee; do more online research and ask Alesia Nahirny if possible in order to better adapt our questions
Managing some of client contact with Alesia	/
Final polishing of documents	Took much more time than expected; feedback to team members that parts have to be delivered earlier in order to avoid exhausting night sessions.
Organization of rooms	/

Appendix XIV – Individual team members' contributions

Eventually, apart from the group effectiveness also the individual team members' contributions play a significant role on the overall outcome of the project. Hence, in the following the individual team members' main contributions to the project are summarized:

Team member and contribution	Argumentation
Chris – 15-20% 	Contribution: - Writing of assigned parts - Conducting of interviews - Cutting down texts - Organization of rooms - Reminding us of team events (dinner, beer etc.)
Filip – 20-25% 	Contribution: - Writing assigned parts - Taking care of the financial analysis of TI Canada - Managing a lot of client contact with Alesia - Conducting of interviews - Final polishing of documents
Julius – 30-35% 	Contribution: - Overall organization of project, ensuring of deadlines - Providing leadership/organization for team - Writing assigned parts - Establishing contact with interviewees, scheduling and planning of almost all interviews - Conducting of interviews - Managing some of client contact with Alesia - Final polishing of documents - Organization of rooms
Lisa – 25-30% 	Contribution: - Taking notes in internal team meetings - Providing leadership for team - Searching for frameworks, theory and models - Writing assigned parts - Conducting interviews - Managing of contact with Frida/SSE - Inviting for the boat trip

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